

程序代写代做 CS编程辅导



ISYS90045 Professional IS Consulting

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Seminar 11
Assignment Project Exam Help

Closing out the Engagement
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Dr Rod Dilnutt

Tonight's Agenda

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Closing out the

- Dealing with teams, conflict and difficult people
- Selling The engagement
- 7 Habits of effective people
- Closing the engagement

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Engagement Lifecycle

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How is work won and performed in consultancies?

- Depends on the engagement
- A typical flow



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- Review of outcomes with leaders

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- Can include an internal legal review of deliverables

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- Steering Committee

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- Sponsor

- Final iterations

- Sign Off

Why formally close a project?

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Scenario discuss

You work for a boutique consultancy ('Don't Lose Ctrl, Pty Ltd') as a Consultant. Most of your work has been delivery and operational in nature, but over the last few engagements, you've really stepped up and have written the reports and been given the opportunity to present them to senior management.

You've just finished a reasonably significant piece of work, reviewing an insurance client's core systems against current industry benchmarks (in terms of core hardware requirements vs. target capacity and availability).

The partner glosses over the paper and signs. "Should be OK", the partner says. The report is handed back to you and you're instructed to finalise the report yourself ("don't bother anyone with this too much", the partner mentions before shooing you out the door) and hand it to the client.

- Does this worry you?
- Why?

Why formally close a project?

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- ▶ The purpose of closing a project is to provide a fixed point of completion and documentation to ensure that the project has reached its objectives and that the products and deliverables have been received and accepted by the clients and users

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- ▶ May demonstrate where a project has not met its objectives and there may have been a partial or overall project failure.

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Objectives of closing out a project

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The objectives of closing a project are to:

- ▶ Verify user acceptance of the project's products and services
- ▶ Ensure that products can be supported after the project is disbanded
- ▶ Review the performance of the project
 - ▶ This is done by comparing the project to the baseline documents
- ▶ Assess the benefits already realised
- ▶ Address open issues and risks.

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How do we know the project is finished?

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Preparing for a project closure

- ▶ Based on the project date approaching
- ▶ Based on a expected result
- ▶ General agreement of the project team and client management



Preparing for an unexpected closure!

Project management team instructs the project to close

- ▶ Update issue register
- ▶ Review status reports

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Steps to closing the project

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The project should have a clear end with a correct handover of information and responsibility

Steps involve the



- ▶ Check that the project objectives have been met
- ▶ Transfer ownership of products to the customer, licences, etc
- ▶ Identify all unachieved objectives so that they can be addressed in the future.
- ▶ ...Leading to next phases of work?
- ▶ Disband the project team and make certain that costs can no longer be incurred by the project

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The Project Manager prepares for the project to be closed and provides the necessary information to the Project Board.

Steps to closing the project

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For larger consultancies, this can mean a legal or pseudo-legal review



- ▶ Dedicated 'quality assurance' or 'risk' teams
- ▶ Ensure that all required legal work is in the deliverable (e.g. advisory vs. assurance engagements)
- ▶ Compare deliverables against scope sections in contracts/engagement letters.

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Reports for closing the project

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Analytical reports

- ▶ Give a data-driven report to describe success, failure and 'what could have gone better'.



Lessons Learned

- ▶ From the Lessons Log and Issues Register which is continuously added to during the project.

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Follow-on Action Recommendations

- ▶ These are comments that are given to the persons who will support the products (maintenance, customisation).

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Benefits or Return on Investment Report (ROI)

- ▶ Benefits that the completed project will bring to the organisation (for the client and Sponsor).

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End of Project Report

- ▶ This is a report on the performance of the project.

What happens if the project has failed?

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- ▶ Legal and contractual obligations
- ▶ Professional relationship breakdown
- ▶ Payment for services may be disputed
- ▶ Reputational damage
- ▶ Underutilised project team

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Summary

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Project close-out

- The purpose of end-of-project reporting to give you key learnings

The end of a project does not mean the end of the client relationship!

- Establish trust and understanding – you are on your way to being a trusted advisor!

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